

# Sampling of Received Ideas and Comments

## Dialogue 2 - Institute Structure and Governance

### 1. What business models would be effective for the Institutes to manage business decisions?

#### Responses

- ◆ Board of directors or advisory board that oversees major business decisions, created by laws, and includes participation from all members of the Institute. It may be beneficial to have the board consist of leaders or strategic thinkers in academia and industry or CEOs
- ◆ Non-profit association (either 501(c)(3) or (6)) may be a good model for merging academic, non-profit, government, and private sector members and would be independent of any one individual partner
- ◆ Establish a central director and/or an associate/deputy director at each Institute who reports to the board
- ◆ Fee for service revenue model including contract R&D which enables industry to trust technologies and processes
- ◆ Technical review board to decide on the strategic direction of new technologies and to identify emerging manufacturing trends

### 2. What governance models would be effective for the Institutes to manage governance decisions?

#### Responses

- ◆ Board of directors or advisory board that oversees high level operation and includes members from participating organizations and non-participating stakeholders
- ◆ Director or associate director that reports to the board of directors or a co-directorate with one member each from industry, government, and/or academia
- ◆ Ensure SMEs are represented on the board of directors and allow them to have the same vote weight as large companies
- ◆ Ensure diverse membership with participants from industry, universities, federal and state governments, economic development partners, and others

### 3. What membership and participation structure would be effective for the Institutes, such as financial and intellectual property obligations, access, and licensing?

#### Responses

- ◆ Tiered membership fees that are based on the size or equity of companies or organizations that will help support the involvement of SMEs. Also, there should be lower membership costs for universities
- ◆ Use an "inventors owned" model, where IP and licensing rights are shared by the contributors to the individual projects. Other groups involved in Institute should have access licensing rights of the IP. Ownership can be divided equally or be related to the monetary contribution to project. If there is a single sponsor or the project was funded by the government, then the IP is owned by that sponsor or the Institute respectively
- ◆ Address IP and licensing expectations, cost, rights, and rules for technology and commercial access up front before an organization or company joins
- ◆ Tiered membership options for companies or organizations to determine their involvement and have different IP access and licensing fee levels. One option is to have two levels of participation - one with free access to common IP and the second as a less expensive, observer status
- ◆ Open access to paid members; IP should be available for all member companies; IP accessible to all members; Members have access to Core R&D and paid R&D for a specific project; open accessibility to projects/IP and opportunity for Private IP development

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### 4. How should a network of Institutes optimally operate?

#### Responses

- ◆ Share best practices and lessons learned through a yearly conference or other type of meeting
- ◆ With a board of directors or advisory board with government, industry, and university representation from each Institute and conducts planning and policy development as well as general guidance
- ◆ Continuous communication between all network partners to transfer knowledge and share information, resources, and results. Methods include establishing a reporting function, common reporting formats, or other mechanisms to support real-time communication
- ◆ Each Institute should be mostly autonomous while sharing infrastructure and best practices and abiding by the same ground rules. When necessary, Institutes should be able to collaborate on projects and ensure there is not duplication in industries or technologies
- ◆ Conduct regular monthly or quarterly physical or virtual meetings to share problems, ideas, activities, and successes or to coordinate research

### 5. What measures could assess effectiveness of Network structure and governance?

#### Responses

- ◆ Number of new and retained domestic manufacturing jobs
- ◆ IP including licensing and patents
- ◆ Amount of outside funding from industry, venture capital, and other sources
- ◆ Membership growth and total number of industry, government, and academic members
- ◆ Number of products created, marketed, and/or commercialized and amount of technology transfer to industry
- ◆ Number of companies created and their success